

Spontaneous Volunteer Management Plan

TEMPLATE

11/15/04

Acknowledgments

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Prepared for the California Service Corps and submitted November 15, 2004

We are grateful for the assistance of many individuals, too numerous to mention, who participated in the development and review of this plan template. We would particularly like to acknowledge the staff of the Governor's Office of Emergency Services for painstaking review of the plan documents and responsiveness to a very tight timeline for this project.

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CONTENTS

Introduction	4
Purpose	
Goals	
Scope	
Situation and Assumptions.....	5
Situation	
Assumptions	
Concept of Operations	6
Standardized Emergency Management System	
Roles and Responsibilities	
Activation of Spontaneous Volunteer Management Plan	
Communications	
Mutual Aid	
Risk Management	
Disaster Service Worker Volunteer Program	
Public Information	
Demobilization	
Administrative Practices	11
Standardization	
Finance	
Technology	
Staffing the EVC	
Plan Maintenance	
Authorities and References	13
Authorities	
References	
Position Checklists	14
Attachments	23
Guidance	Separate document

INTRODUCTION

Purpose

This plan establishes an organizational structure and process by which [insert local government or Operational Area name] can access and manage spontaneous volunteer and service program resources for community-wide disaster response, relief and recovery efforts. When managed appropriately, spontaneous volunteers and service programs provide valuable and cost-effective resources to the community.

Goals

The goals of this spontaneous volunteer management plan are:

- To augment, as a supporting plan, the jurisdiction's emergency operations plan (EOP)
- To enhance resources available to the jurisdiction and the community-at-large for disaster response and recovery through the involvement of spontaneous volunteers and locally-based service programs
- To establish a means by which volunteers and service program members can contribute their time and talents following a disaster
- To encourage partnerships among governmental agencies and non-governmental organizations for the most effective community-wide approach to disaster volunteer coordination
- To ensure that implementation of the spontaneous volunteer management plan is in accordance with principles and practices as described in the State Emergency Plan and local emergency plans

Scope

This spontaneous volunteer management plan is designed for use by [insert local government or Operational Area name] during the response and recovery phases of emergency management for all hazards. The jurisdiction may take complete responsibility for activating and implementing this plan, or it can share responsibility with a volunteer center or other non-governmental organization (NGO). The spontaneous volunteer management plan focuses on the mobilization, coordination and referral of spontaneous volunteers and service programs only and does not address other related issues, such as the recruitment and management of affiliated volunteers.

For the purposes of this plan, the following definitions are used:

- A *volunteer* is someone who willingly provides his/her services without receiving financial compensation.
- A *spontaneous volunteer* is an individual who comes forward following a disaster to assist a governmental agency or NGO with disaster-related activities during the response or recovery phase without pay or other consideration. By definition, spontaneous volunteers are not initially affiliated with a response or relief agency or pre-registered with an accredited disaster council. However, they may possess training, skills and experience that can be useful in the relief effort. Spontaneous volunteers may also be referred to as unaffiliated, spontaneous unaffiliated and convergent volunteers.
- An *affiliated volunteer* is one who is affiliated with either a governmental agency or NGO and who has been trained for a specific role or function in disaster relief or response during the

preparedness phase. While spontaneous volunteers may bring needed skills and resources, affiliated volunteers will most likely be used first in a disaster. Examples of affiliated volunteer groups include Community Emergency Response Teams (CERT), the Auxiliary Communications Service (ACS), the Volunteers in Police Services (VIPS) program, Search and Rescue teams and American Red Cross' Disaster Action Teams (DAT). The category of affiliated volunteers may be further broken down as follows:

- Volunteers in *ongoing* programs. Such groups typically meet regularly and have other responsibilities in addition to their disaster response roles; for example, many are engaged in community disaster education, family preparedness and public safety efforts year-round. Many ongoing programs utilize Disaster Service Worker volunteers. Pre-disaster registered volunteers are typically utilized before spontaneous volunteers.
- Volunteers in *reserve* programs. These volunteers are called up at the time of a disaster. They may participate singly or in teams, depending on the program.
- An *impressed volunteer* includes any unregistered person impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of the citizens in the execution of his or her duties. This occurs very rarely and usually involves law enforcement or fire department personnel.
- A *Disaster Service Worker (DSW) volunteer* is any person registered with an accredited Disaster Council, in accordance with prescribed legal procedures, for the purpose of engaging in disaster service without pay or other consideration.
- *Service programs* are national, state and locally administered programs that provide organized opportunities for both full- and part-time service. The term "service program" refers to a wide range of programs, including AmeriCorps and the Retired and Senior Volunteer Program (RSVP). In California, many tens of thousands of individuals participate in service programs every year. For the purposes of this plan, participants in service programs will be referred to as members.

For the purposes of this plan, volunteers and service programs affiliated with a local government agency or NGO will be activated at the time of a disaster through the appropriate branch of the jurisdiction's or NGO's emergency response organization. (See Attachment R for a list of service programs and volunteer groups that are trained and affiliated with this jurisdiction.) Volunteers and members of service programs who are not affiliated with local government or an NGO will be treated as spontaneous volunteers.

It should be noted that not all volunteers, registered, affiliated or spontaneous, may be utilized during a particular disaster. Deployment of volunteers is based on the size and type of disaster as well as the skills needed by local officials to mount an effective response and recovery effort.

SITUATION AND ASSUMPTIONS

Situation

Volunteers represent a potential resource to a community affected by a disaster, whether of natural or man-made origin. However, volunteers who respond spontaneously and without appropriate training and qualifications can easily overwhelm the capabilities of local government and other agencies. With a system in place for receiving and referring spontaneous volunteers, local

government agencies and relief organizations can capture this valuable resource and thus provide more efficient and cost-effective service to the community.

National service programs such as AmeriCorps and RSVP can be found throughout California. They are administered in local communities by a variety of nonprofit and government partners, so that program purposes, content and design vary widely. A number of these local affiliates are focused entirely on emergency preparedness and response and have members who are trained and available to be deployed on disaster assignments. Many others would welcome the opportunity to assist communities affected by a disaster. This plan identifies these resources and provides an organizational structure for accessing them for the benefit of government and the community-at-large (see Attachment Q).

Assumptions

- [insert local government or Operational Area name] may delegate some of its volunteer coordination responsibilities to a volunteer center or other organization through its Emergency Operations Plan or through the action planning process during response and recovery operations.
- Volunteers and service program members that have pre-disaster training and are affiliated with a government agency or NGO such as the American Red Cross will report to their respective agency or organization at the time of a disaster as previously arranged.
- The first priority in an emergency or disaster is to utilize volunteers that are affiliated with this jurisdiction.
- All unaffiliated volunteers and unaffiliated service program members will be considered and processed as spontaneous volunteers.
- [insert local government or Operational Area name] is responsible for interviewing, screening, registering, training and the safe supervision of any volunteers that it involves in its own disaster operations. This is for the protection of both the volunteer and the jurisdiction.
- Likewise, NGOs and National Service Programs that involve volunteers in their own operations are responsible for interviewing, screening, registering, training and the safe supervision of those volunteers.

CONCEPT OF OPERATIONS

Standardized Emergency Management System (SEMS)

The spontaneous volunteer management plan is consistent with the state's Standardized Emergency Management System (SEMS). Within the SEMS structure, volunteer management falls under the [Personnel Unit] of the Logistics Section (for more details, see the Volunteer Management Coordinator position checklist).

[insert jurisdiction's SEMS chart indicating where volunteer management resides]

Roles and Responsibilities

[insert local government or Operational Area name]. The primary agency responsible for the jurisdiction-wide mobilization and deployment of volunteers and service

programs is the [insert local government or Operational Area name]. Its roles include the following:

- Prepare and maintain this plan and all associated procedures
- Determine need to activate spontaneous volunteer management plan at time of disaster
- Coordinate activation, implementation and demobilization of spontaneous volunteer management plan
- Coordinate with other agencies and organizations for maximum utilization of limited resources
- Coordinate spontaneous volunteers and service programs to assist the efforts of both governmental agencies and NGOs throughout the affected communities

Volunteer Center. In the event a local volunteer center or other NGO is willing to assume responsibility for volunteer mobilization and coordination, [insert local government or Operational Area name] may delegate some of the jurisdiction's roles listed above to said organization.

[Insert name of volunteer center and delegated roles or tasks as appropriate]

Activation of Spontaneous Volunteer Management Plan

The spontaneous volunteer management plan will be activated by decision of the [insert Logistics Section Chief or other]. Reasons for activating the spontaneous volunteer management plan may include but are not limited to the following:

- When the nature of the disaster and/or media coverage of it makes convergence of spontaneous volunteers likely
- When shortages of workers require augmentation of staffing support from outside resources
- When volunteers with particular skills and/or special knowledge of the affected community could enhance relief and recovery efforts

When the order to activate the plan is given, the Volunteer Management Coordinator in the Personnel Unit will notify as needed those people, agencies and organizations tasked with specific implementation roles. Those tasked are as follows: [insert name/title, agency or organization, designated role and contact information]

The chief method for coordinating volunteers is the *Emergency Volunteer Center (EVC)*. The EVC can be set up as a walk-in center (sometimes referred to as a volunteer reception center), a phone bank, an online process, or a combination of two or more of these strategies.

Within the geographical confines of a county, several levels of activation are possible.

- *Local activation* is defined as a city establishing an EVC for the mobilization and referral of volunteers within its boundaries. Theoretically, each city within a county could activate a local EVC.
- *Multiple city activation* is defined as the operation of an EVC serving several cities. At this level, neighboring cities combine and leverage resources to serve a sub-area of the county.
- *Operational Area activation* is defined as the activation of a countywide EVC under the aegis of the Operational Area.

Because disasters vary in terms of their size, scope, duration, intensity and consequences, the choice of activation levels and sequencing of activation levels should be tailored to the incident, as well as to the resources available.

Through the EVC, each prospective volunteer is referred, based on the volunteer's qualifications and availability, to an appropriate volunteer opportunity in either local government operations or an NGO. Volunteers referred to local government must also visit a Volunteer Registration Station to complete the placement process and, if appropriate, to be registered as a Disaster Service Worker (see Risk Management and Disaster Service Worker Volunteer Program sections below for more details).

In the event the EVC is a government-run operation, the Volunteer Registration Station is part of the EVC. If the EVC is managed by an outside (non-governmental) organization, the Volunteer Registration Station must be staffed by local government employees *because only authorized local government employees can administer the loyalty oath*. It can either be co-located with the EVC or located at a different site.

Communications

Communications are critical to the successful activation and coordination of responsibilities for managing volunteers. Parties that must communicate include the following:

- Within the jurisdiction, there must be communications between the EVC and the Emergency Operations Center (EOC). Typically these will be located some distance apart.
- The EVC will need to communicate directly with other government agencies and NGOs regarding their needs for volunteers and any related issues.
- There should be communication between all cities and the Operational Area in regard to coordination between EVCs activated in various jurisdictions.

In the event that direct communications via telephone is not possible, the EVC will employ other methods of communication, for example:

- Fax
- E-mail
- Digital and voice radios
- Amateur radio operators
- Other radio services
- Runners

A Resource Directory with agency names and contact information will enhance the ability to communicate and should be prepared in advance (see Attachment N).

Mutual Aid

[insert local government or Operational Area name] may request mutual aid from other jurisdictions for staffing and other resources to assist with volunteer management operations. Requests should be channeled through the EOC in accordance with this jurisdiction's mutual aid policies and procedures.

Risk Management

When an EVC refers a volunteer to an outside organization, the EVC limits its exposure to certain risks because the receiving organization assumes responsibility for the volunteer. The EVC staff uses the Volunteer Intake Form to gather enough information to make an appropriate referral. The EVC does not verify the identity or licenses of, conduct background checks on, or perform other screening of a volunteer it refers to another organization; those tasks are the responsibility of the receiving organization.

[insert name of local government or Operational area] assumes responsibility for any volunteers working under the auspices of the jurisdiction. Therefore the role of the Volunteer Registration Station is critical for managing certain inherent risks. Potential volunteers should first be screened for suitability. Professional license verification and Department of Justice background checks may be necessary for some functions. As additional protection for the jurisdiction and the volunteers, it is strongly recommended that all volunteers involved in disaster-related activities under the direction of this jurisdiction be registered as Disaster Service Worker (DSW) volunteers. A DSW volunteer must be deployed by his or her registering entity in order to be eligible for workers' compensation benefits in case the DSW volunteer is injured while performing disaster-related activities. Under the guidelines of the DSW Volunteer Program, volunteers who are registered as DSW volunteers *must be provided with adequate training and supervision*. (See Disaster Service Workers Volunteer Program section below for more details.)

Safety is an important component of risk management. Safety of all workers, volunteers and others at the EVC must be addressed. The responsibility for safety will depend on the EVC's relationship to the jurisdiction's EOC. A government-run EVC that reports to the EOC may request assistance from the EOC's Safety Officer. An EVC run by an NGO must provide its own Safety Officer. In either case, the Safety Officer must examine the facility to be used for the EVC for unsafe or unsanitary conditions and should address any that exist before the EVC is open to the public.

Security is another component of risk management. The level of security in the EVC may vary depending on the type of disaster and other factors. At a minimum, all entering the EVC should be asked to sign in and out. A safe place for EVC staff to store personal belongings should be made available. Security of equipment, supplies and other resources should also be addressed.

Due consideration must be given to the reduction and/or management of stress in the disaster work environment. Stress is an unavoidable component of disaster work. A plan that addresses staff work schedules, breaks, and accessibility to mental health services and Critical Incident Stress Debriefing should be implemented.

Disaster Service Worker Volunteer Program (DSWVP)

The Disaster Service Worker Volunteer Program (DSWVP) is a state funded program that provides workers' compensation benefits and medical compensation to registered Disaster Service Worker (DSW) volunteers who are injured while performing disaster-related activities or participating in pre-approved training/exercises. It also provides limited immunity from liability to political subdivisions or political entities as well as the DSW volunteer if a civil suit results from an act of good faith while the DSW was providing disaster-related services. Eligibility for the DSWVP is based on a volunteer's registration with an accredited Disaster Council in accordance with state law.

In order to establish eligibility for DSWVP benefits, the DSW must be registered prior to his or her deployment to participate in disaster-related activities, including pre-approved training. The only exception to the pre-registration requirement is an “impressed volunteer” who is directed/ordered to perform disaster-related duties by an authorized government employee. In addition to the pre-registration requirement, the DSW must be deployed/assigned disaster-related activities by the registering authority. Under no circumstances is a self-deployed volunteer eligible for DSWVP benefits.

The State’s laws and regulations governing the DSWVP specify the need to provide DSWs with adequate training and supervision. The registering authority is responsible for ensuring the disaster training is commensurate with the duties of the DSW. The registering authority may require the DSW volunteer to participate in training as a condition of remaining an active DSW volunteer. For more information on these and other rules and policies governing the DSWVP, see the Governor’s Office of Emergency Services’ publication entitled “Disaster Service Worker Volunteer Program (DSWVP) Guidance” (available at www.oes.ca.gov under Plans and Publications).

Public Information

Dissemination of information to the public near the onset of a disaster about volunteer opportunities and procedures is critical to successful management of volunteers. In the absence of such messages, people may converge at inappropriate sites and/or engage in activities that place themselves and others at risk. Public information messages may not entirely prevent such behavior but can provide an extremely useful service to those who wish to be helpful (see Attachment I for press release template).

Once the EVC infrastructure is in place, a release should be distributed to the media in coordination with the Public Information Officer for the incident (see Attachment I for Press Release template). It is recommended that the EVC organizational infrastructure be in place before sending out the first release.

Demobilization

As the level of volunteer activity decreases, those in charge of the EVC should prepare to demobilize. An effort should be made to address all outstanding issues and transfer any unresolved issues to the appropriate staff or department within the jurisdiction. Lessons learned regarding volunteer management should be captured through debriefing of the EVC’s lead staff and preparation of an after-action report. The lessons learned should be reviewed and evaluated for possible changes to the spontaneous volunteer management plan.

A plan for recognizing volunteers (at a minimum, those who rendered services to the jurisdiction but ideally, all who came forward to help the community) should be developed in advance and executed as part of the demobilization process. See Attachment K for a list of volunteer recognition ideas.

ADMINISTRATIVE PRACTICES

Standardization

The procedures, materials and forms developed for this plan are based on tested plans and best practices from a variety of sources. Use of standardized methods and tools facilitates mutual aid. The local jurisdiction may adapt the plan elements to suit local conditions.

Finance

Those responsible for staffing the EVC must track all expenses. This is necessary in order to document costs and account for funds expended in order to maximize any reimbursement that may become available.

In the event the jurisdiction arranges for an outside agency to manage the EVC, the outside agency will track all expenses and provide the appropriate information to the jurisdiction during demobilization. Any reimbursement will depend on the nature of the agreement between the jurisdiction and the agency and the availability of resources.

Technology

The predominant use of technology within the EVC will be for computerized input and storage of information about spontaneous volunteers. There are several reasons for creating a volunteer database:

- A computerized system enables summaries to be created, for example, a daily count of volunteers interviewed and referred. These can be useful for final reports and also for keeping the media informed.
- A computerized system enables EVC staff to search the database for volunteers with particular skills or days/times of availability. For example, three days into the disaster, one could search for people who listed carpentry, building and related skills in order to identify potential candidates for damage assessment teams.
- A computerized system also allows for RIMS reporting applications.

The database format should be designed in advance and should mirror the volunteer intake form that is being used. A separate database file should be established for each disaster at the time of the EVC activation.

Confidentiality and privacy of information are important concerns when developing and using a database. The EVC will adhere to the jurisdiction's policies on these issues, which follow:
[insert information about policies]

Highly efficient manual systems that serve the same purpose as computerized systems can and should be developed to allow for events where electricity is not readily available.

Staffing the EVC

In large-scale disasters, or disasters that attract a large number of volunteers, it may be necessary to increase the number of staff of the EVC. Ideally, individuals and groups would be assigned and trained in advance. But new staff can also be brought in at the time of the disaster, if necessary. The following are possible resources:

- *Other employees of the jurisdiction.* By state law all government employees are designated Disaster Service Workers and therefore available to be assigned to any aspect of the jurisdiction's disaster operations. The ideal employees to staff the EVC include the following:
 - a government official who has the authority, or another government employee who has been delegated that authority, to administer the loyalty oath to potential DSW volunteers
 - volunteer managers
 - those who work in Personnel/Human Resources
 - those who, regardless of department, possess good customer service skills, interact regularly with the public, can make quick decisions and exercise good judgment, and are able to work well under stress and in fast-paced, changing environments
- *Employees of other jurisdictions.* Request mutual aid assistance from other jurisdictions only after fully utilizing your own resources.
- *Spontaneous volunteers who have contacted the EVC.* Most people who have some basic skills can be taught to interview other volunteers or to take on other EVC tasks fairly quickly. EVC staff should look for volunteer managers, people with interviewing skills, those who work in the personnel/human resources field, social workers, teachers, trainers, etc.
- *Unaffiliated service program groups.* Some of their members may be available for 1-3 weeks or longer. Establishing a relationship with one or more service program groups in advance of the disaster would expedite the process.
- *CERT team members and VIPS volunteers, once they have fulfilled their fire service or law enforcement responsibilities.* Typically CERT and VIPS activities would take place in the early response phase, leaving members then available for other assignments.

New staff should be appropriately screened and will require orientation (see Attachment J for Orientation Outline), training for their specific tasks, and supervision. Where feasible, have new staff work side-by-side with experienced staff until they have gained proficiency and confidence in carrying out their assignment.

Policies should be established at the outset regarding hours of work, required breaks, shift schedules and other personnel-type issues for all workers in the EVC, both employees and volunteers. Establish some form of identification from the outset for EVC staff – vests, shirts, hats, identification badges, etc. – that will indicate to the public their role at the EVC.

Plan Maintenance

This Spontaneous volunteer management plan is developed under the authority of the [insert name of appropriate body]. The staff of the [insert department name] is responsible for developing, maintaining and drafting revisions to the plan consistent with the jurisdiction's schedule for updating the Emergency Operations Plan. The plan may also be modified as needed after an incident, exercise or changes in procedures, law, rules or regulations pertaining to volunteer management. Staff will submit plan revisions to the [name of body] in accordance with local ordinances for approval.

AUTHORITIES AND REFERENCES

Authorities

California Emergency Services Act, §8657

Disaster Service Workers Volunteer Program Regulations, Cal. Code of Regs. Title 19, §2570-2733.3

Good Samaritan Act, Cal. Health and Safety Code §1799.102

Volunteer Protection Act of 1997, U.S. Public Law 105-19

References

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CA Governor's Office of Emergency Services, *They Will Come: Post-Disaster Volunteers and Local Governments*, 2001

City of Mountain View, *Emergency Volunteer Operations Plan*, 2000

City of Sunnyvale, *Memorandum of Understanding with the Volunteer Center of Silicon Valley*, undated

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County of Sonoma Operational Area, *Emergency Operations Plan*, 2000

Federal Emergency Management Authority, *Volunteer and Donations Management Support Annex (draft)*, *National Response Plan*, 2004

Florida Commission on Community Service, *Unaffiliated Volunteers in Response and Recovery*, 2001

Ready to Respond, *Volunteer Center Emergency Response Plan Template*, 2003

Santa Clara County Emergency Managers Association and Volunteer Center of Silicon Valley, *Countywide Plan for Coordination of Spontaneous Volunteers*, 2003

Santa Clara County Emergency Managers Association and Volunteer Center of Silicon Valley, *Emergency Volunteer Center Plan Template for Local Government*, 2004

The Volunteerism Project, *Getting Ready for Disaster Volunteers: A Guide for Community-Based Organizations*, revised March 2001

POSITION CHECKLISTS

Volunteer Management Coordinator

Reports to: Personnel Unit, Logistics Section, EOC

General Duties

- Establish and maintain communications with or relocate to EOC
- Establish and maintain communications with EVC Manager
- Relay requests for volunteers from jurisdiction's departments to EVC
- Relay requests for resources from EVC to Logistics Section

Action Checklist

- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Volunteer Management Coordinator by putting on the [insert identification method] with your title.
- ❑ Initiate an event log of activities, beginning with notification of the emergency.
- ❑ Obtain a status briefing from the Personnel Unit Leader. Determine if local emergency has been declared and what are anticipated needs for volunteers.
- ❑ Establish communication with the EVC Manager and brief on the situation.
- ❑ When EVC activation is needed, determine which EVC mode/s is/are most appropriate (walk-in center, phone bank, online process).
- ❑ Determine from EVC Manager what resources are needed to initiate EVC operations and relay requests to Logistics Section.
- ❑ Determine needs of all EOC sections and branches for volunteers and relay requests to the EVC.
- ❑ Ensure that volunteers are being properly registered as Disaster Service Workers (DSWs).
- ❑ Ensure that appropriate forms are being used in the EOC and the EVC.
- ❑ Monitor resource needs for sustaining EVC operations and relay requests to Logistics Section.
- ❑ Assist EVC Manager with demobilization process.
- ❑ Maintain all required records and documentation to support the history of the emergency.

EVC Manager

Reports to: Volunteer Management Coordinator, Logistics Section, EOC

General Duties

- Secure and open the facility for the EVC
- Manage EVC set-up, operations and demobilization
- Request staffing and other resources for EVC operations
- Assign and supervise lead EVC staff
- Coordinate press inquiries regarding volunteers with jurisdiction's PIO
- Maintain close communications with the EOC's Volunteer Management Coordinator

Action Checklist – EVC Set-up

- ☐ Read the entire Action Checklist.
- ☐ Identify yourself as the EVC Manager by putting on the [insert identification method] with your title.
- ☐ Initiate an event log of activities, beginning with notification of the emergency.
- ☐ Choose a site for the EVC; a large indoor room with tables and chairs is ideal.
- ☐ Verify that the structural integrity of the building has been determined by the EOC. Request a site inspection from the EOC if necessary.
- ☐ Determine if power, phone service, water, etc., are available.
- ☐ Request assistance from the EOC's Safety Officer to ensure a safe, secure and sanitary site.
- ☐ Request needed resources from EOC, including food and water for staff, phone lines and/or electronic communications equipment, and assignment of amateur radio operator backup to EVC if phone lines are down.
- ☐ Obtain Emergency Volunteer Center Supply Kit (see Attachment G for a list of Supply Kit contents).
- ☐ Arrange room to allow for foot traffic; establish waiting area near Reception Station.
- ☐ Designate stations; clearly mark signs for each station.
- ☐ Post EVC signs in visible locations on the outside of the building.
- ☐ Designate a separate area or room for training and orientation, if possible.
- ☐ Establish mode of communication with the EOC. If you will be using the jurisdiction's registered radio amateur unit, ensure enough operators are assigned to cover all shifts for the entire time of operations. Utilize early volunteers as runners to deliver messages to the EOC, if necessary.
- ☐ Maintain all required records and documentation to support the history of the emergency.

Action Checklist – EVC Management

- ❑ Read the entire Action Checklist.
- ❑ Determine staffing levels. If possible assign at least two people to each station and more if necessary. When assigning more than one person to a station, designate a lead staff to be in charge.
- ❑ Note that Safety Officer and Training Officer in most cases are not full-time jobs and can be assigned to other staff.
- ❑ Forecast personnel needs and request extra staff if needed.
- ❑ Assign early volunteers to provide refreshments and support in the waiting area near Reception Station.
- ❑ Determine hours of operation for the public.
- ❑ Set staffing shifts. The recommended maximum shift for any employee or volunteer is eight hours. Decisions regarding overtime work (beyond 8 hours a day or 40 hours per week) for jurisdiction employees should be coordinated with Personnel in the Logistics Section of the EOC.
- ❑ Plan breaks according to jurisdiction guidelines.
- ❑ Schedule brief meetings at beginning and end of day before/after opening the doors to the public to address operational issues and update staff on disaster situation.
- ❑ Overlap shifts to help with the transition of information and updates at each station.
- ❑ Frequently rotate staff through the most stressful positions, e.g., Receptionist
- ❑ If at all possible, designate a break/rest area away from the public to provide a resting area for staff, with water and healthy foods if possible.
- ❑ Encourage EVC staff to monitor stress levels, watch for burnout and promote breaks among one another whenever possible.

Action Checklist – EVC Demobilization

- ❑ Read the entire Action Checklist.
- ❑ Start planning for demobilization when beginning EVC operations.
- ❑ Work with EOC's Finance/Administration Section to make sure EVC staffing and operations cost tracking follow FEMA guidelines.
- ❑ Determine if and when to transition intake and placement activities to another entity.
- ❑ Set a day and time for demobilization and announce to all staff and volunteers.
- ❑ If needed, provide critical incident stress debriefing services from professional mental health counselors for EVC staff and volunteers.
- ❑ Prepare a brief report on intake and placement statistics for the EOC and your own records.
- ❑ Meet with Volunteer Management Liaison to coordinate transition to **countywide operations**, if applicable.
- ❑ Determine where to transition remaining volunteer activities within the jurisdiction (e.g., Volunteer Services, Human Resources).
- ❑ Resolve or refer outstanding issues.
- ❑ Working with designated PIO, notify local media, emergency services officials and community regarding the deactivation of the EVC.
- ❑ Thank volunteers who contributed to EVC operations and/or response efforts in the community. Consider also recognizing volunteers after the event (e.g., phone call, letter from the mayor, an article or ad publishing their names in a local newspaper, gift of commemorative item).

Receptionist

Reports to: EVC Manager

General Duties

- Establish and manage Reception Station
- Greet visitors and field inquiries
- Distribute forms to potential volunteers
- Direct people with non-volunteer related inquiries to the appropriate source
- Post urgent volunteer needs

Action Checklist

- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Receptionist by putting on the nametag with your title.
- ❑ Create a Community Resources and Referral list for directing non-volunteer related inquiries, e.g., where to donate, where to get help. Update information daily or as new information becomes available.
- ❑ Determine where donations are going in your community; consult with your EOC or review jurisdiction's policy on donations management.
- ❑ Systematically determine each person's need as soon as they arrive at the EVC.
- ❑ Refer those with non-volunteer related inquiries to the appropriate agency or organization.
- ❑ Refer representatives of agencies or departments that need volunteers to the Volunteer Opportunities Desk.
- ❑ Give those who wish to volunteer, including spontaneous volunteers and unaffiliated service program members, a brief explanation of how the EVC works and a *Disaster Volunteer Intake and Referral Form* (Attachment A) to fill out in the waiting area.
- ❑ Once they have completed the Disaster Volunteer Intake Form, direct the potential volunteer to the Intake and Referral Station or back to the waiting area, as necessary.
- ❑ If there are large numbers of people in the waiting area, field questions regarding the status of their application. Stay in close contact with the EVC Manager to keep updated on the availability of positions.
- ❑ If there is a need to recruit for a particular skill, post signs in the waiting area or near the Reception Station, as directed by the EVC Manager.
- ❑ Supervise greeters and refreshment servers to make sure they are giving out accurate information to the public.
- ❑ During a large-scale activation, activity at this station can be intense and prone to causing staff burnout. Enforce breaks and rotate new staff into this station as frequently as possible.

Interviewer

Reports to: EVC Manager

General Duties

- Establish and manage the Intake and Referral Station
- Conduct a brief interview with each prospective volunteer
- Refer volunteer to an appropriate opportunity
- Confirm that volunteer has filled out all the required paperwork
- Register volunteers who are placed with the jurisdiction

Action Checklist

- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Interviewer by putting on the nametag with your title.
- ❑ Initiate an event log of activities, beginning with notification of the emergency.
- ❑ Make sure the *Disaster Volunteer Intake and Referral Form* (Attachment A) is filled out correctly. Assist prospective volunteer, if necessary.
- ❑ Conduct a brief interview utilizing the *Volunteer Interview Guide* (Attachment H).
- ❑ Review with volunteer:
 - priority skills and abilities
 - whether or not they are 18 years of age
 - physical limitations
 - language skills
 - availability
- ❑ Assess volunteer's priority skills, review options and match volunteer with most appropriate opportunity.
- ❑ Briefly explain assignment to volunteer.
- ❑ Note referral(s) on *Disaster Volunteer Intake and Referral Form* (Attachment A).
- ❑ If possible, give volunteer a photocopy of Disaster Volunteer Intake Form. If not possible, retain original form.
- ❑ If volunteer is being referred to a position with the jurisdiction, send volunteer to the Government Registration Unit.
- ❑ If you have concerns during the interview, DO NOT place the volunteer. Inform volunteer you will get back to him or her and consult with the EVC Manager.
- ❑ Document any notes, questions or concerns you have about the volunteer in the Registration Station logbook.
- ❑ If unable to place volunteer at that time, explain situation and give them an idea of when you will call back or when they can check back with you.
- ❑ If volunteer is offering resources, determine resource availability and conditions of use.
- ❑ Refer volunteer resources to appropriate agency, organization or field site.

Registrar

Reports to: EVC Manager

General Duties

- Establish and manage the Volunteer Registration Station.
- Register volunteers as Disaster Service Worker (DSW) volunteers
- Ensure completion of required paperwork and administration of Loyalty Oath

Action Checklist

- ❑ Obtain completed Disaster Volunteer Intake Forms from Intake and Referral Station.
- ❑ Confirm that the position within the jurisdiction to which the volunteer was referred is still available.
- ❑ Conduct a brief secondary interview of volunteer, utilizing the *Volunteer Interview Guide* (see Attachment H), with questions relevant to the position.
- ❑ If you have concerns during the interview, DO NOT place the volunteer. Inform volunteer you will get back to them and consult with the EVC Manager.
- ❑ Instruct the volunteer to fill out the *Disaster Service Worker Registration Form* (Attachment B); note position placement on that form.
- ❑ Administer (or have authorized staff administer) the Loyalty Oath.
- ❑ Complete any other necessary paperwork required for your jurisdiction to utilize the volunteer.
- ❑ Instruct volunteer on next steps:
 - Where and when to report for orientation and/or training
 - Who within local jurisdiction will be their supervisor
 - Give volunteer any necessary safety information, timecards, etc., pursuant to jurisdiction's volunteer management policies and procedures
- ❑ Periodically notify Volunteer Data Coordinator of placements completed.
- ❑ Maintain completed DSW forms and file with the appropriate authority.

Volunteer Opportunities Coordinator

Reports to: EVC Manager

General Duties

- Establish and manage the Volunteer Opportunities Desk
- Serve as liaison to the jurisdiction's departments and NGOs that need volunteers
- Relay volunteer requests to EVC Interviewers
- Supervise Data Coordinator
- Assist NGOs and departments with disaster volunteer management issues

Action Checklist

- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Volunteer Opportunities Coordinator by putting on the nametag with your title.
- ❑ Ask the Reception Station to direct requests for volunteers from agencies to your station.
- ❑ Ensure that messages from the EOC regarding requests for volunteers from the jurisdiction reach you.
- ❑ Assist agency or department representatives with completion of *Disaster Volunteer Request Forms* (Attachment C) for volunteers.
- ❑ Number Disaster Volunteer Request Forms sequentially in the order received.
- ❑ Send information regarding volunteer requests to EVC Interview Station as soon as they have been received.
- ❑ Forward completed Disaster Volunteer Request Forms to the Data Coordinator.
- ❑ Alert EVC Interview Station if there is an urgent need for people with particular skills such as interpreters or nurses. Also notify EVC Manager so special recruitment procedures can be considered.
- ❑ Confirm that each outside agency understands that disaster volunteers must register with that agency for insurance and liability purposes.
- ❑ When notified by Data Coordinator that an opportunity appears to have been filled, notify requesting agency to determine whether enough volunteers have responded or whether the job should remain open.
- ❑ Inform Interviewers when a job has closed.
- ❑ Confirm that each department within the jurisdiction understands the need to follow Disaster Service Worker policies and procedures.
- ❑ Link agencies and departments that have disaster volunteer management needs with available resources (many agencies may not have developed procedures for working with disaster volunteers and may need some assistance and guidance).
- ❑ In the early stages of the disaster, contact agencies by any means possible to identify volunteer opportunities. Outreach to agencies can be conducted any time this station is not busy with immediate incoming requests. As communications become available, Volunteer Opportunities staff can utilize phone, fax, the Internet and runners with cellular phones to determine needs.

Data Coordinator

Reports to: Volunteer Opportunities Coordinator

General Duties

- Establish and manage Data Coordination Desk
- Enter/manage data on volunteers
- Enter/manage data on agency requests
- Establish and manage tracking process for volunteer needs and placements

Action Checklist

- ❑ Read the entire Action Checklist.
- ❑ Identify yourself as the Volunteer Data Coordinator by putting on the nametag with your title.
- ❑ Collect completed Disaster Volunteer Intake Forms (Attachment A) from Interviewers Station. Sort into piles, one for referred volunteers, one for pending. Return pending forms to Interviewers Station for follow-up.
- ❑ Devise a manual or computerized system for recording number of volunteers referred to each volunteer opportunity.
- ❑ If a manual system is utilized, hold this information for future database entry.
- ❑ If database capabilities exist, input all volunteer information from Disaster Volunteer Intake Forms.
- ❑ Inform Volunteer Opportunities Coordinator immediately when it appears enough volunteers have been referred to a particular job.
- ❑ Assist Volunteer Opportunities Coordinator by entering data on agency requests.
- ❑ Run daily report on number of volunteers processed, number of volunteer referred and to which agencies, and any other pertinent data.
- ❑ When EVC is demobilized, retain forms for the jurisdiction.

Training Officer

Reports to: EVC Manager

General Duties

- Plan orientation and training for new staff
- Execute training as often as needed
- Maintain records on who was trained, when and on what

Action Checklist

- Read the entire Action Checklist.
- Identify yourself as the Training Officer by putting on the nametag with your title.
- Coordinate orientation/training schedule with EVC Manager.
- Plan orientation and training for new EVC staff.
- Include safety information in curriculum.
- Update orientation and training curriculum as needs, policies or procedures change.
- Issue ID badges to new EVC staff.
- Create new file for each EVC staff volunteer.
- File volunteer's pink copy of Disaster Volunteer Intake Form with training record.
- Assign new volunteers to a supervisor.
- Address re-training as needed.

Attachments

- Attachment A** **Disaster Volunteer Intake and Referral Form (EVC Form 1):** The initial document used to record volunteer skills, availability, etc., and the basis for referring volunteers to appropriate opportunities. It can be adapted for local use.
- Attachment B** **Disaster Service Worker Registration Form (EVC Form 2):** State DSW form for use by local government in registering volunteers for disaster-related activities within the jurisdiction of the registering authority. The form can be adapted for local use and contains the loyalty oath required by the State of California to register Disaster Service Worker volunteers.
- Attachment C** **Disaster Volunteer Request Form (EVC Form 3):** For use by agencies and/or internal departments to request volunteer assistance from the EVC. It identifies each volunteer opportunity by title, brief description, type of work, hours needed, and other pertinent details.
- Attachment D** **Sample Disaster Volunteer Position Description (EVC Form 4):** Suggested format for internal use by any agency for designing and defining volunteer opportunities. It is beneficial to create as many of these as possible prior to a disaster.
- Attachment E** **Volunteer Time Sheet (EVC Form 5):** To be utilized at the EVC for tracking staff volunteer hours. Can also be used at other locations where volunteers are working. Designed for logging in multiple volunteers on a daily basis.
- Attachment F** **Emergency Volunteer Center Layout:** A basic layout for setting up stations at the Emergency Volunteer Center (EVC). It can be adapted to accommodate room size, configuration and other constraints.
- Attachment G** **Emergency Volunteer Center Supply Kit:** A list of suggested supplies for the Emergency Volunteer Center. It is recommended that an EVC Supply Kit be stocked and stored at each facility that could serve as an EVC for the jurisdiction in the event of a disaster.
- Attachment H** **Disaster Volunteer Interview Guide:** A list of suggested questions for interviewing volunteers.
- Attachment I** **Emergency Volunteer Center Press Release:** A template that can be used to announce opening of the EVC in a disaster. Be sure to coordinate with your local PIO any information released to the press.
- Attachment J** **Sample Outline for Orienting New EVC Staff:** A list of topics that should be covered when orienting new volunteers who will be helping in the EVC.
- Attachment K** **50 Nifty Ways to Recognize Disaster Volunteers:** Suggestions for showing appreciation to volunteers during and after disaster operations.

- Attachment L** **Glossary:** List and definitions of commonly used terms in disaster volunteer management.
- Attachment M** **Typical Jobs for Spontaneous Volunteers:** A list and brief descriptions of activities that can be performed by volunteers with a minimum of training.
- Attachment N** **Contact List for Disaster Volunteer Management:** Includes names and contact information for people, government agencies and NGOs that are potential customers of or resources for the disaster volunteer coordination structure and process.
- Attachment O** **Sample MOU between City and Volunteer Center:** Illustrates possible relationship and understandings between a city and a volunteer center.
- Attachment P** **Sample MOU between County and Volunteer Center:** Illustrates possible relationship and understandings between a county and a volunteer center.
- Attachment Q** **Service Program Chart:** List of national service programs, brief descriptions of each, and suggestions for activating these resources at the time of a disaster.
- Attachment R** **Trained and Affiliated Volunteer Groups:** Lists all trained service programs and groups that are affiliated with the jurisdiction, the SEMS Section and Branch/Unit with which they are affiliated, and how they are activated.
- Attachment S** **Volunteer Centers of California:** List of, and contact information for, volunteer centers in the state.